

31 March 1972

STATINTL

MEMORANDUM FOR THE RECORD

SUBJECT: [] Visit

E-X-T-R-A-C-T

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"2. In discussing the plan for the day, I suggested that we start by having me review where we are in our thinking about organization development and how we got here; that we might be joined by [] to round out this discussion and explore preliminarily one or two other avenues; and that we might then spend some time with Mr. Coffey and Mr. Wattles discussing points of particular interest to them. After lunch we plan to have [] speak to the Office Directors collectively and respond to their questions for as long as they care to spend.

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"3. For his preparation I suggested that he think about this in terms of an introduction to organization development--a kind of primer. What is OD all about? What do we get out of it? What is being done in the outside world? What are the experiences of others and how have they applied it and what proof has there been of its success and validity? How has it proven effective; and what are some of the techniques used in what kinds of circumstances to solve what kinds of problems? How? In my elementary and preliminary thinking I had come to a point where it seems to me we have only a very vague objective of trying to improve the effectiveness of the organization. As a first step we need to find out how effective or ineffective we are now; establish some objectives for improving the effectiveness--the ideal or optimum goal of effectiveness--that we think we can achieve and then determine how we get to where we want to be from where we are now. I said that we feel reasonably certain that procedural and structural changes must constitute a significant part of the program and that we do not believe we can confine ourselves to any specialized approach within one or another of the behavioral science disciplines.

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"4. [] seemed satisfied with this guidance. He volunteered that he would be prepared to suggest the names of several individuals with whom we might discuss our OD plans and program in the event we decide that continuing consulting services would be desirable."

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[]

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